

DD/S REGISTRY

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SECRET

FILE

Training 3

DD/S 69-2859

20 JUN 1969

MEMORANDUM FOR: Director of Training

SUBJECT

: [REDACTED]  
Proposal for New Training Program

25X1

25X1  
25X1 1. Reference is made to your memorandum of 20 May 1969 concerning reference subject and a letter dated 12 May 1969 to John Clarke from

[REDACTED] I discussed this briefly with John Clarke who advised he could not understand why [REDACTED] would address the letter to him and further this was strictly a problem for the DD/S and OTR to resolve.

25X1  
25X1 2. I do not agree with the [REDACTED] proposal and we can readily live without follow-up phases to the Advanced Management (Planning) Seminar. Please handle this request [REDACTED] as you deem appropriate.

SIGNED R. L. Bannerman

R. L. Bannerman  
Deputy Director  
for Support

DD/S:RLB:ksd (19 June 69)

Distribution:

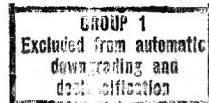
Orig - Adse

1 - DD/S Subject w/background

1 - DD/S Chrono

NOTE: ORIGINAL LETTERS RETURNED  
TO DTR WITH THIS MEMO

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**SECRET****OTR-3400**

DD/S

69-2364

20 MAY 1969

## MEMORANDUM FOR: Deputy Director for Support

SUBJECT : [REDACTED] 25X1  
 [REDACTED]  
 Proposal for New Training Program

REFERENCE : Ltr dtd 12 May 69 to John Clarke frm [REDACTED] 25X1

25X1

1. I recommend that you will want to examine carefully with John Clarke whatever action he may propose with respect to [REDACTED] attached letter. In our 9 May discussions, you expressed concern that OTR not again become involved with contracts which perpetuate high costs linked to routine resupply of relatively inexpensive seminar workshop materials.

25X1

2. [REDACTED] approach borrows heavily from the Organization Development format of the Managerial Grid -- involvement of "the most senior executives," "a planned series of work team programs," "applying the learned managerial approaches and techniques in a supportive climate which offers reinforcement for the learnings," etc.

3. If we are not sanguine about Agency components undertaking advanced Phases of the Grid, I should think that we can live without follow-up phases to the Advanced Management (Planning) seminar.

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25X1

4. I sense that outside management consultants -- aside from obviously seeking a fast buck -- tend to underestimate the sophistication of the professional Intelligence officer. The AM(P) brings out sound planning principles which can be applied immediately, as [redacted] says our AM(P) participants acknowledge. I question, therefore, why our officers have to be led by the hand in taking these principles back to the workbench.

5. I would favor our continuing to saturate the Agency with AM(P) theory and skills training in anticipation of the so-called "organization culture" in due course freely adopting these guidelines on merit, and not as the result of any forced feeding which Agency officers would tend to reject in any case.

[redacted]  
HUGH T. CUNNINGHAM  
Director of Training

25X1

Att

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2 - DTR

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